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# Ball State University

State Budget Committee Presentation  
November 17, 2010



# Ball State University

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**D**ifferentiation

**A**lignment

**R**esults

**E**fficiencies



# Differentiation

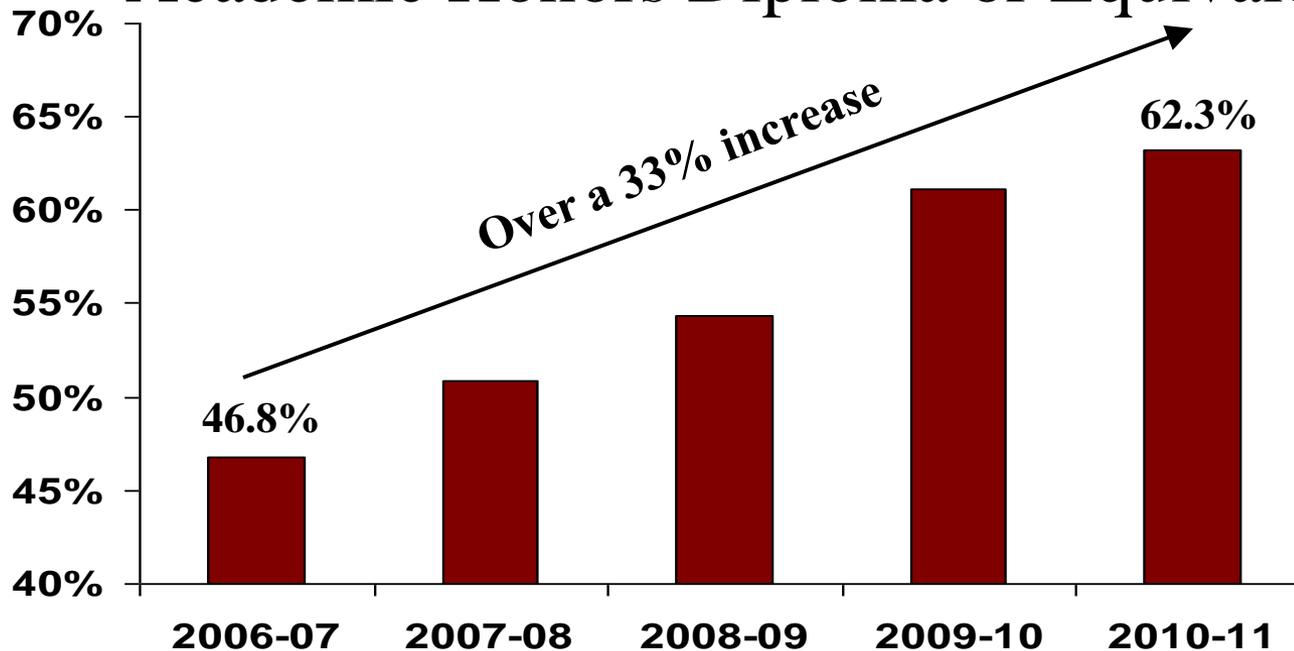
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- “A place for everyone, but not every place for every one”
- Ball State University: Increasingly **selective institution**, focused primarily on a high **quality undergraduate** experience for **Hoosiers**
  - Better prepared students
  - Innovative curriculum
  - 90% Hoosier students
  - Only university authorizer of Charter Schools



# Better Prepared Students

Percentage of BSU Freshmen with Academic Honors Diploma or Equivalent

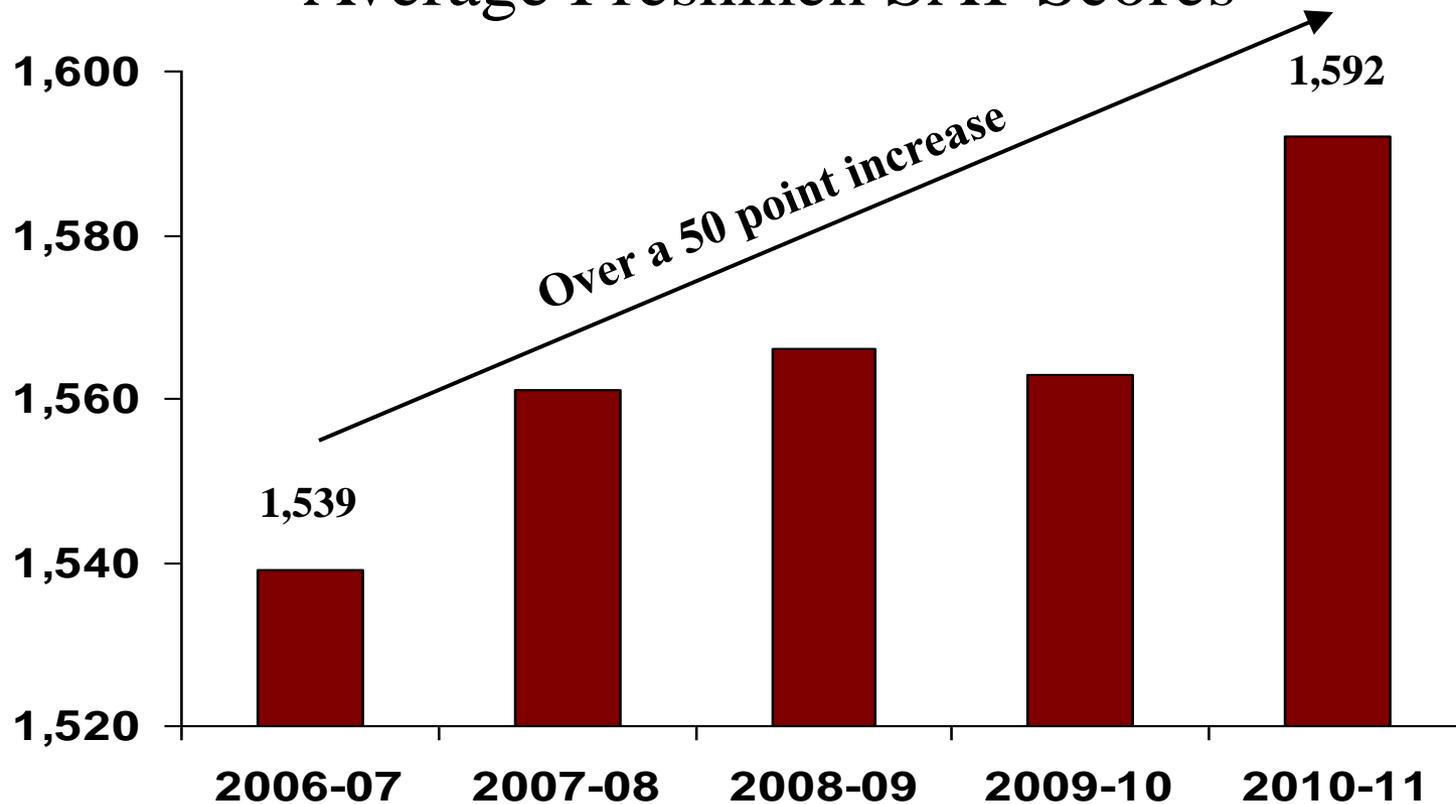


In 2010, only 33% of Indiana high school graduates received the Academic Honors Diploma



# Better Prepared Students

## Average Freshmen SAT Scores



# Innovative Curriculum

## Immersive Learning – the cornerstone of our plan

- Carries academic credit
- Engages participants in an **active learning process** that is **student-driven** but guided by a faculty mentor
- Produces a **tangible outcome or product** – business plan, policy recommendation, book, DVD, etc.
- Involves a team of students; usually **interdisciplinary** in nature
- Includes **community partners** and creates an impact on the community
- Focuses on student learning outcomes
- Helps students **define a career path** or make connections to a profession or industry

**In the past 3 years: 8,187 students have worked on 514 immersive learning projects in 69 of Indiana's 92 counties**



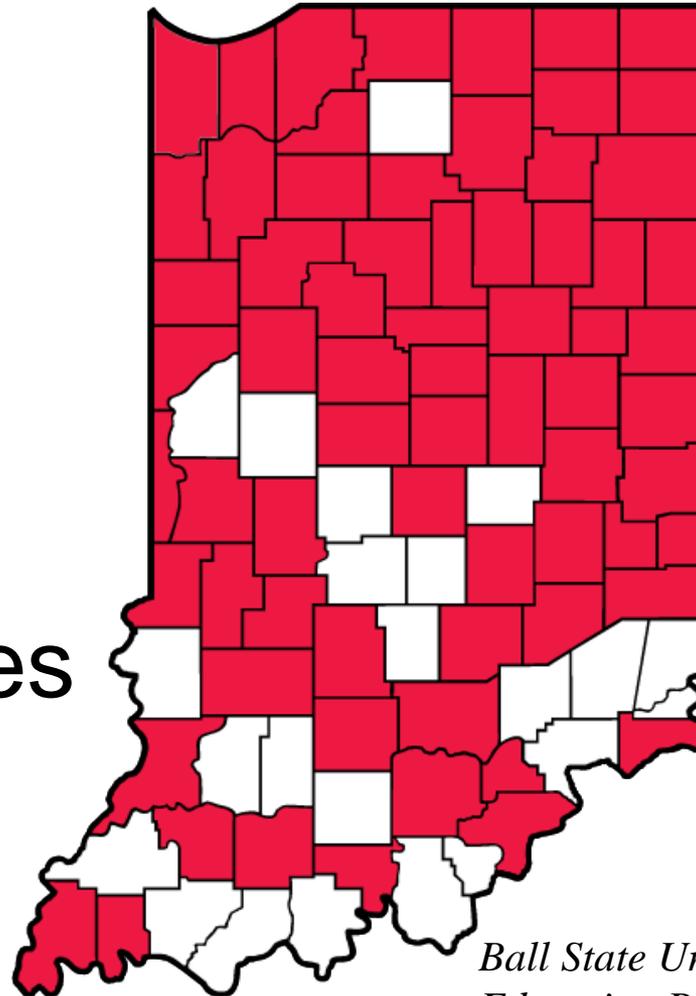
# Immersive Learning Projects

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8,187 students

514 projects

69 Indiana counties



# Project 18

- Issue
  - Statewide campaign to fight childhood obesity
- Clients
  - Peyton Manning Children's Hospital
  - Marsh Supermarkets
  - Strategic Marketing and Research Incorporated
- Results
  - 18-week health and wellness curriculum in 249 schools in 60 counties
  - Marsh Down the Aisle in 90 grocery stores
  - Public-relations plan impacted 10,000 families



**Quality Graduates: Students leave  
with a resume, not just a transcript**



# Sports Link

- Issue
  - Only university where undergraduates produce broadcast content for top 25 television markets
- Client
  - Fox College Sports
- Results
  - 30-minute sports magazine shows that focus on intercollegiate sports events



**Quality Graduates: Students leave  
with a resume, not just a transcript**



# M2M - Military 2 Market

- Issue
  - Develop commercial applications for the intellectual property created at Crane.
- Client
  - Naval Surface Warfare Center, Crane Division
- Results
  - Identify potential business partners to make, use or sell the technology for economic development



**Quality Graduates: Students leave  
with a resume, not just a transcript**



# Innovative Curriculum

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- Offer an **Entrepreneurship Minor** to all students
- Grow the **Degree in Three** program
- Offer a **K-15** option



# Alignment

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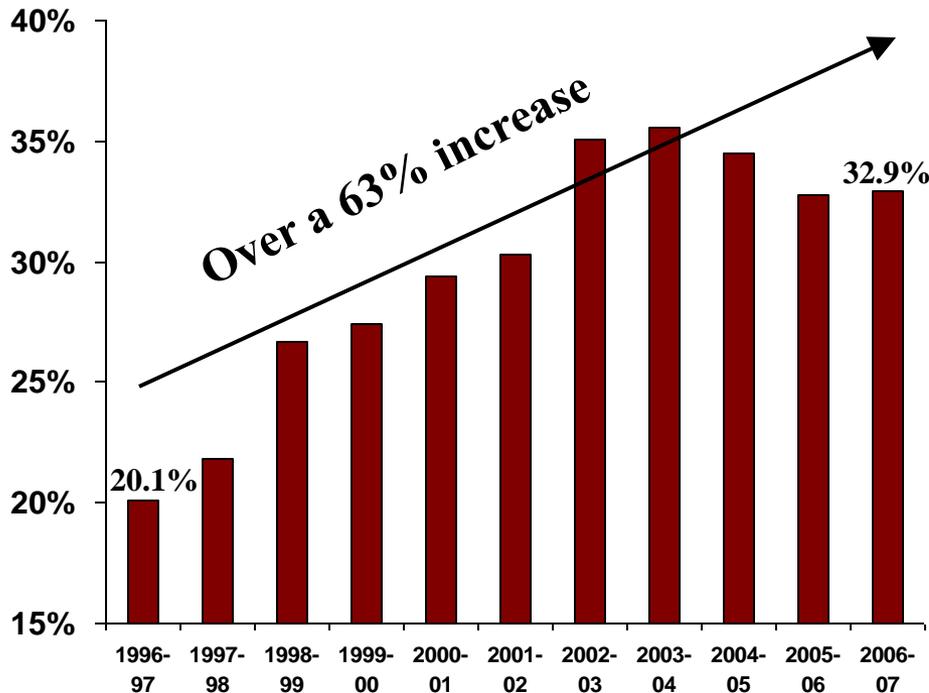
- Ball State University:
  - *Education Redefined: Strategic Plan 2007-2012*
- The State of Indiana:
  - *Increase Educational Attainment*
  - *Promote Productivity and Efficiency*
  - *Strengthen the K-12 Education System*

**Results** Driven: Focus on **accountability** -  
BSU tracks over **100 metrics**

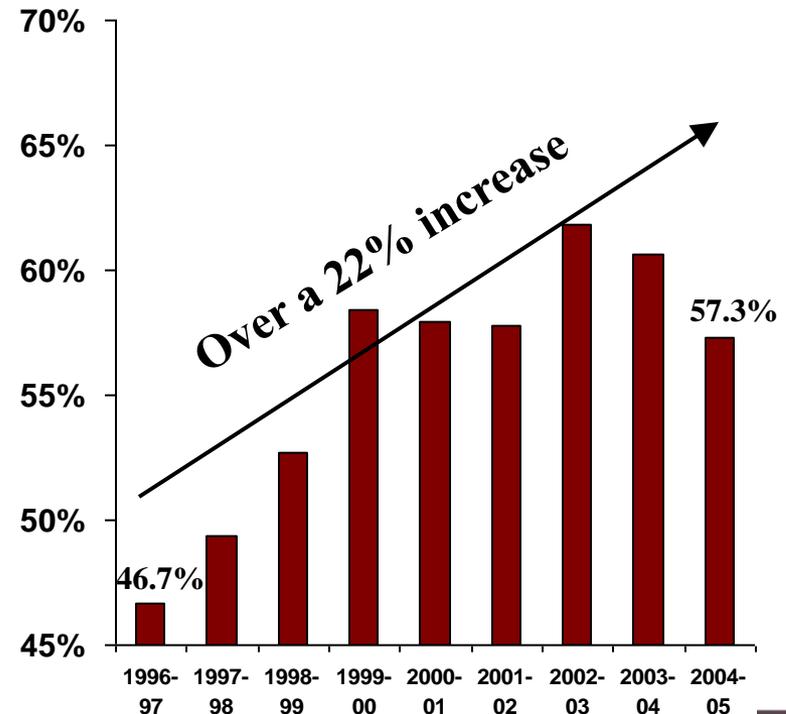


# Results - Graduation Rate

## 4-Year Rate



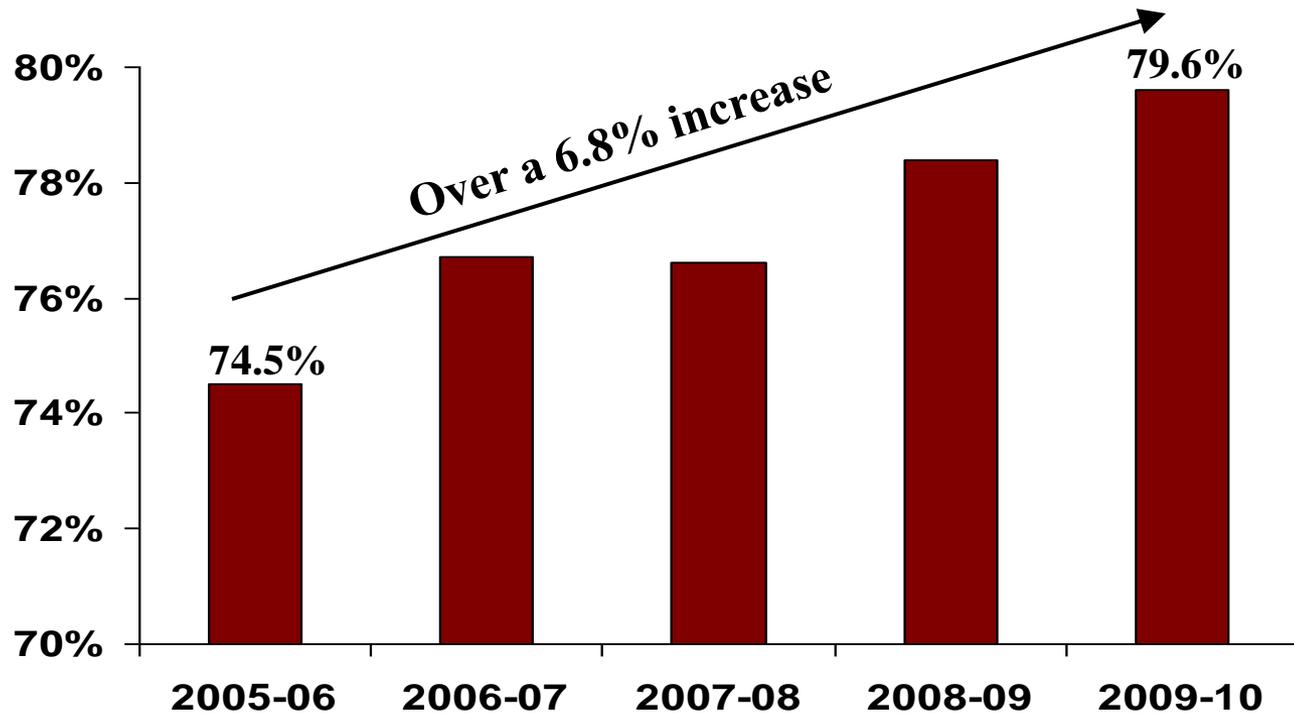
## 6-Year Rate



Year Freshmen Cohort Entered (Fall Semester)



# Results - Freshman Retention

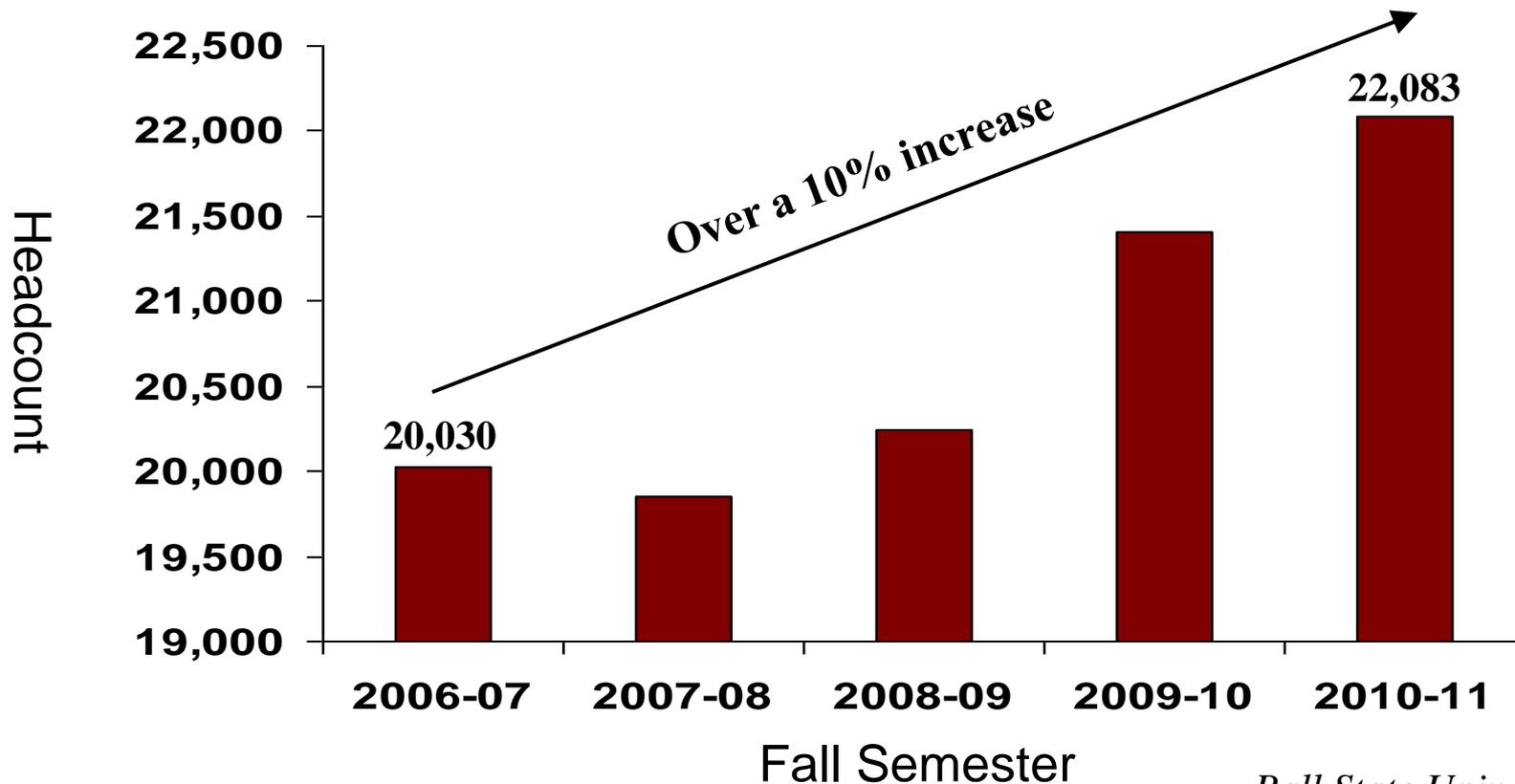


Better prepared students will result in higher graduation rates; retention is a leading indicator



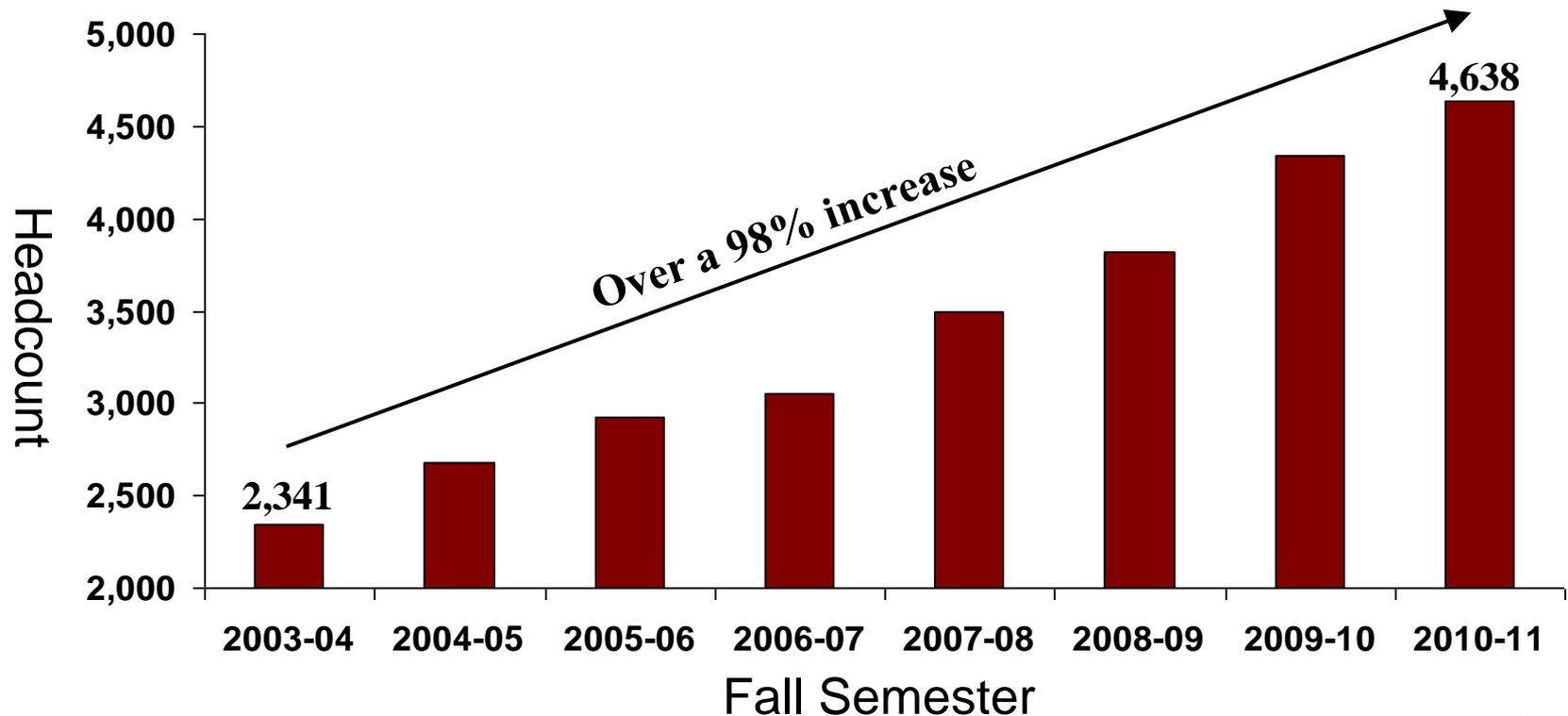
# Results - Total Enrollment

Highest Enrollment on Record



*Ball State University*  
*Education Redefined*

# Results - Off-Campus Enrollment

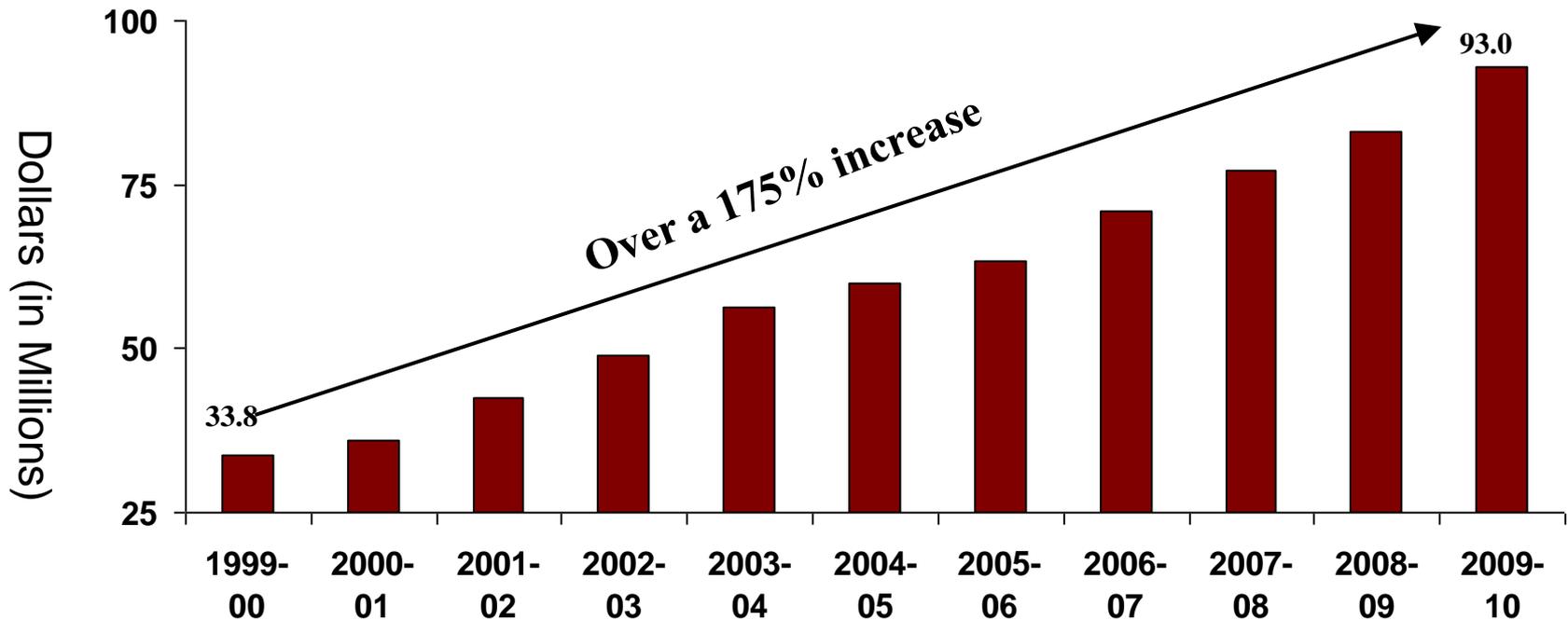


Ensuring **access** for **changing demographics** in student population



# Results - Affordability

## Scholarships Awarded



# Results – Ranked and Recognized Academic Programs

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- 28 undergraduate and graduate programs that have achieved recent national rankings and/or awards, including:
  - Accounting
  - Architecture
  - Business Administration
  - Education
  - Educational Leadership
  - Elementary Education
  - Entrepreneurship
  - Finance
  - Information and communication science
  - Journalism
  - Landscape architecture
  - Music
  - Nursing
  - Professional selling
  - Risk management and insurance
  - Telecommunications
  - Theatre and dance
  - Urban planning



# Results – University Recognition

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- Ranked 20<sup>th</sup> among **“up and coming”** colleges and universities in 2010 by *U.S News & World Reports*
- *U.S News & World Reports* recognized **first-year program** for the 7<sup>th</sup> straight year
- **The Princeton Review** named Ball State one of the **best universities in the Midwest** the past six years as well as one of America’s **best college values** based on excellent academic programs, generous financial aid package and low costs
- College of Architecture and Planning has been named one of the **top three schools** in the country to excel in digital design and fabrication
- *U.S. News & World Reports* has ranked Ball State’s **entrepreneurship program** among the top 10 since 1999
- The Human Performance Lab’s researchers are **working with NASA** astronauts to study the effects of long space missions on muscle tissue
- Research awards exceeded \$25.0M



# Efficiencies

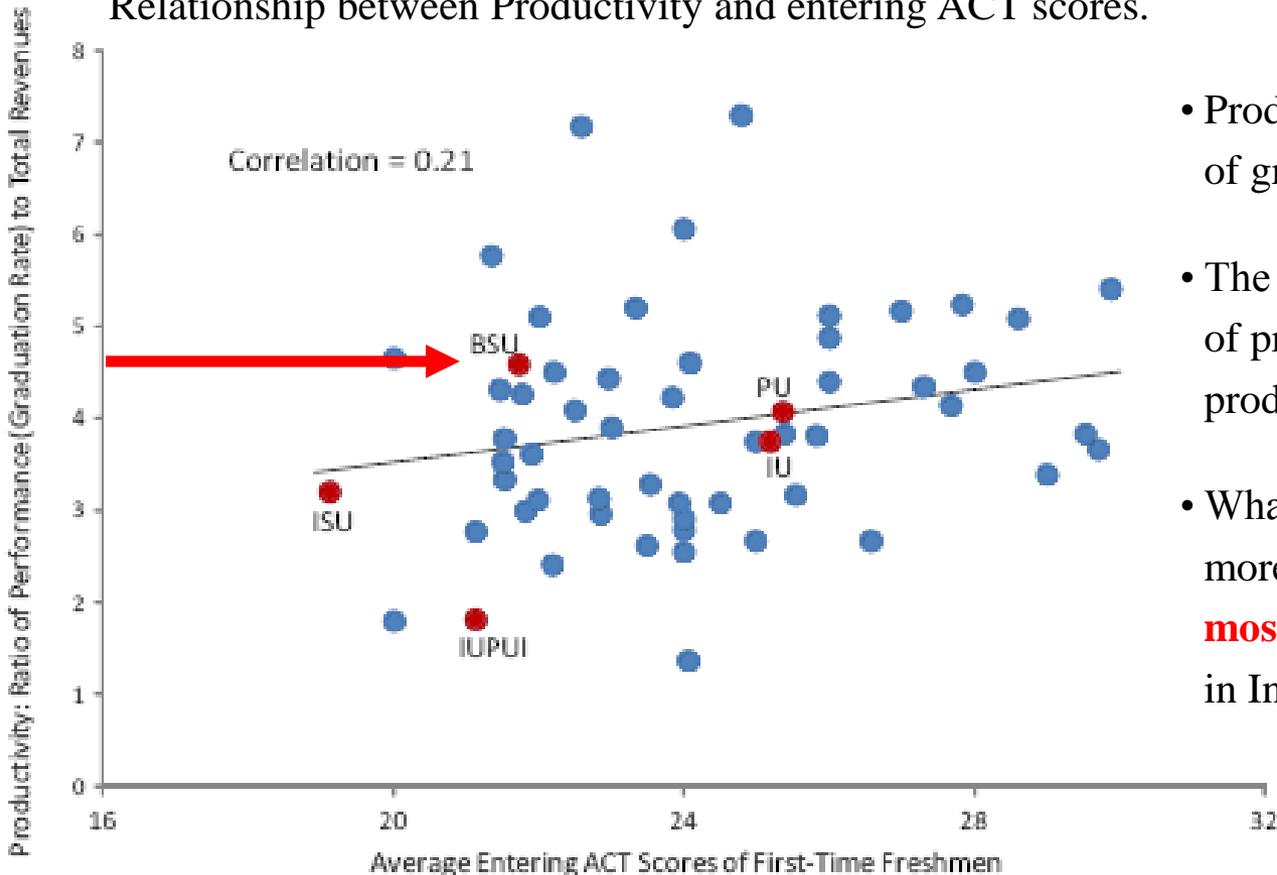
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- High Productivity - a true measure of “value added”
- Low staffing ratios and controlled growth in administrative staff
- Health care cost containment
- Energy efficiency



# National Center for Higher Education Management Systems (NCHEMS)

Relationship between Productivity and entering ACT scores.



- Productivity is defined as the ratio of graduation rates to total funding.
- The report says, “On this measure of productivity, Ball State is more productive than expected.”
- What it doesn’t say and is maybe more important – **Ball State is the most productive** public university in Indiana.

Source: Report Commissioned by Indiana St. Chamber and ICHE (Figure 5)



# Staffing Efficiency - Goldwater Report

- A report issued August 2010 by the Goldwater Institute ranked 196 universities based on the percentage change (from 1993 to 2007) in the number of administrators per 100 FTE students
- Using their methodology and adding some Indiana schools:

<u>Rank*</u>	<u>School</u>	<u>Percent Change</u>
#28	BSU	10.1
#62	PU-WL	30.2
#120	IU-B	55.7
#123	ISU	60.4
#136	USI	67.1
#182	IUPUI	138.8

\* A rank of 1 means the smallest increase



# Staffing Efficiency - Chronicle Article

- April 2009 article in the *Chronicle of Higher Education* highlighted a report on labor force trends in higher education – using their methodology:

Average FTE Employees Per 100 FTE Students in 2007

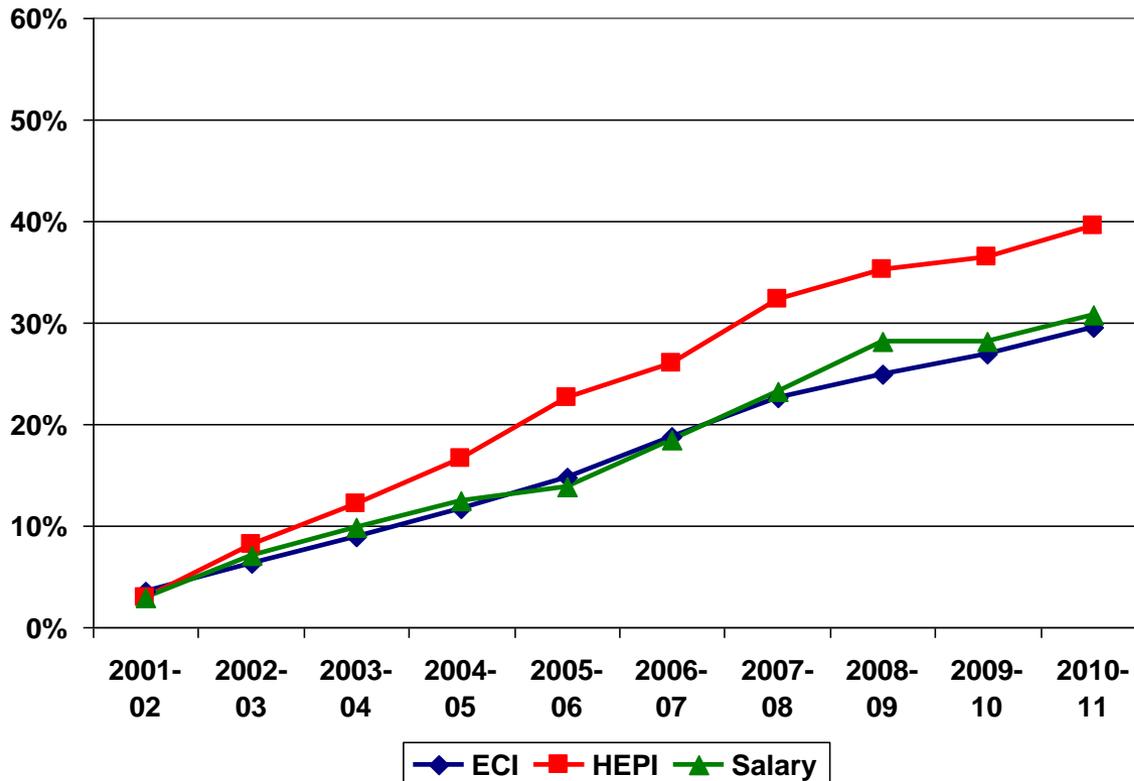
	<u>Instructional</u>	<u>Professional</u>	<u>Service/Staff</u>	<u>Total</u>
<b>Ball State University</b>	<b>5.77</b>	<b>3.76</b>	<b>7.45</b>	<b>16.98</b>
Average Indiana 4-year Public (main-campus and not-weighted)	5.73	5.70	7.93	19.36
Average Public University	8.50	7.50	7.00	23.00

Bottom line: Low overall staffing, extremely low administrative staffing and growth rates



# Salaries and Wages

## Cumulative Increases

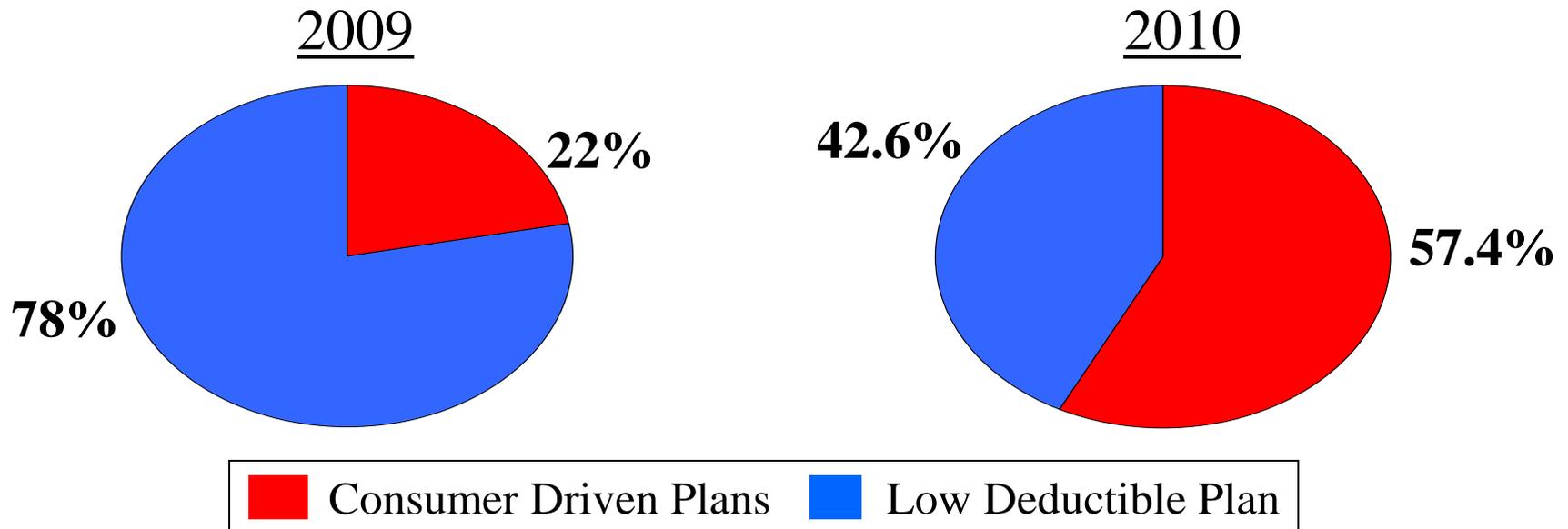


- BSU's salary increases are "in-line" with cumulative increases in the Bureau of Labor Statistics ECI (a measure of civilian wage growth)
- Can't just look at percent increases; need to look at actual salaries
  - BSU's average weighted faculty salary is 24.1% less than the MAC and 47.8% less than our Indiana peers



# Health Care Cost Efficiency

Migrating Employees to Consumer Driven Health Care Plans:



Average employer contribution for family plan (with dental):

- State of Indiana Plan: \$13,757
- **Ball State Plan: \$11,333**



# Energy Cost Efficiency

- A 2009 *Advisory Board Company* report looked at **energy cost per square foot** at public and private institutions of higher education:

Average:	\$2.58
Best-in-Class:	\$1.49
<b>Ball State:</b>	<b>\$1.85 (32% below average)</b>
- Numerous energy efficiency measures are already in place – automatic temperature controls, lighting sensors, high efficiency lighting, computer energy savings, etc.
- Geothermal project and other initiatives will continue to improve on these numbers



# Geothermal Update

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- **Nation's largest geothermal heating and cooling system**
  - Saves operating costs and reduces carbon footprint by one-half
  
- On schedule to shut-down two coal-fired boilers in the Fall of 2011 and a 3<sup>rd</sup> in 2012
  - **\$5 million DOE grant**
  
- Visits or inquiries from 16 colleges and universities (including Ohio State, Notre Dame, Stanford, and Northwestern) and 17 other entities



# Geothermal Recognition

**The New York Times**

How a **pioneering university** hopes to cut its carbon footprint in half. *Published May 29, 2009*

**College blows off steam to help power campus.**

Rather than replace coal-fired boilers, one university opts for an ambitious geothermal system. *Published July 26, 2009*



**Additional coverage:** The Chronicle of Higher Education, U.S. Department of Energy website, TV Tokyo, National Public Radio, Inside Higher Ed, Chicago Tribune, and other newspapers and TV stations

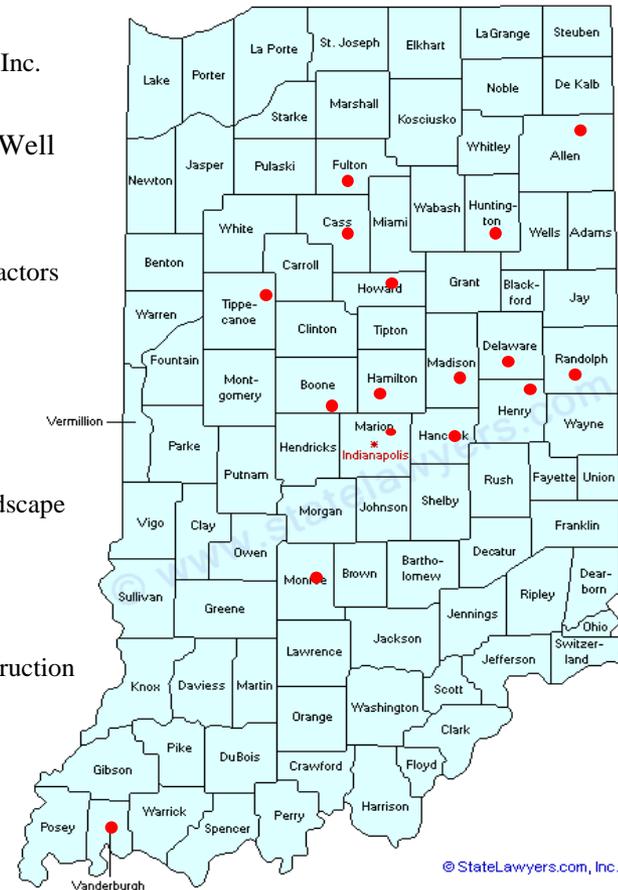


# Indiana Firms Working on BSU's Geothermal Project

- **Muncie**
  - 3D Company
  - City Fence Company
  - Delaware Glass & Mirror
  - Delta Electric
  - E&B Paving
  - Gale Tschuor Company
  - J&T Systems
  - JG Case Construction
  - Knapp Supply
  - Randall Miller & Associates
  - Rundell Ernstberger Associates
  - Sidney Electric
- **Anderson**
  - Perry Irrigation
- **Indianapolis**
  - BMW Constructors
  - Capital City Fence
  - Capitol Drilling
  - Corbitt & Sons Construction
  - Dalmation Fire, Inc.
  - Gaylor Electric
  - Greiner Brothers
  - HD Supply
  - Inline Painting
  - Johnson Controls, Inc.

- **Indianapolis (continued)**
  - Messer Construction
  - Midwest Balance
  - Miller Eads
  - Mundell & Associates
  - Patriot Engineering
  - Robert Haines
  - Total Balance, Inc.
- **Fort Wayne**
  - Brooks Construction Company
  - Hagerman, Inc.
  - Smith Erectors
  - Strahm Group (SSI)
- **Kokomo**
  - Huston Electric
  - Ortman Drilling & Water Services
- **Bloomington**
  - Poynter Sheet Metal
- **Evansville**
  - PPMI
- **Carmel**
  - Performance Contracting, Inc.
- **Galveston**
  - Moss Well Drilling

- **Greenfield**
  - Irving Materials, Inc.
- **Lafayette**
  - Dilden Brothers Well Drilling
- **Pendleton**
  - Fredericks Contractors
- **Huntington**
  - Alliance
- **Daleville**
  - Sater Electric
- **Parker City**
  - Countryside Landscape
- **Rochester**
  - Nedra Insulation
- **Zionsville**
  - TPI Utility Construction



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# Key Take Aways

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- Operating Submission
- Capital Submission



# Operating Submission

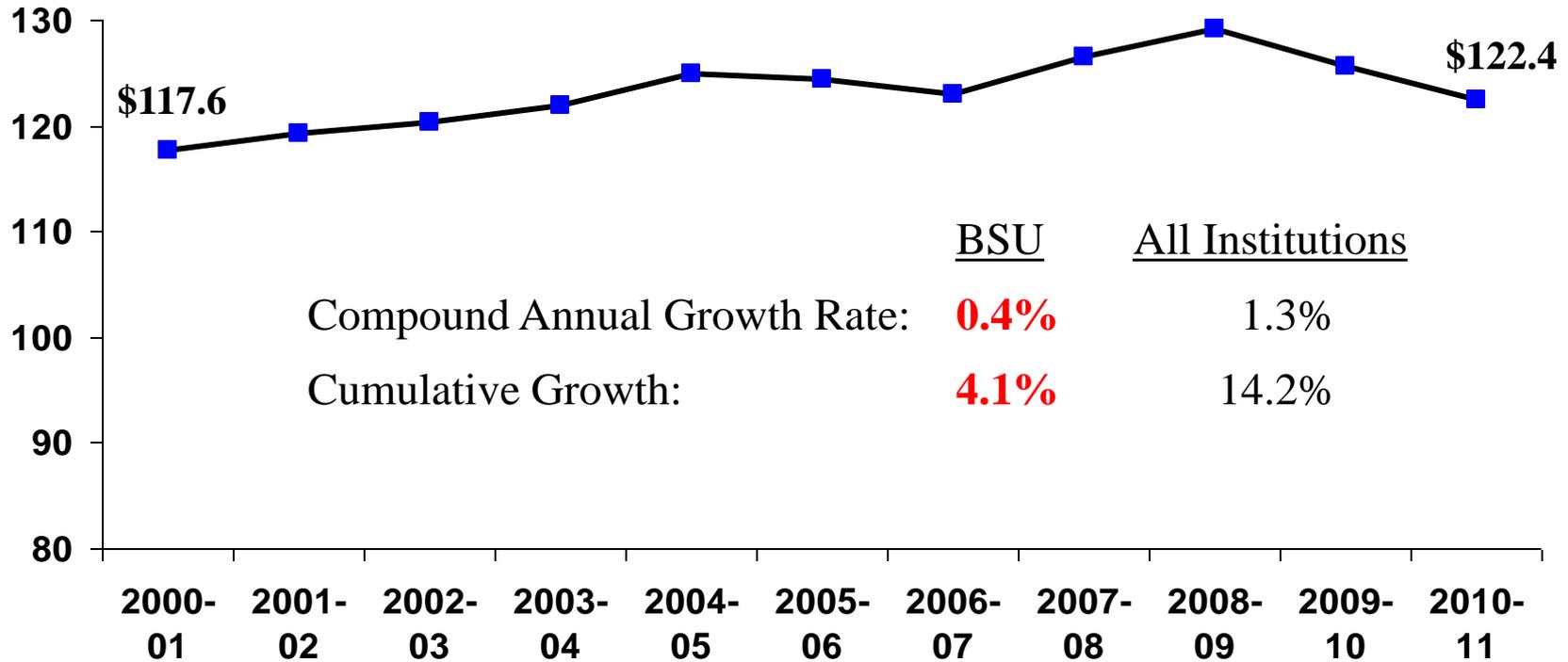
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- We recognize the “new normal,” but have seen limited growth in appropriations for many years
- Focus on Hoosiers and undergraduate education
- Allow **BSU to earn more** money
  - Scale current funding formulas to match state priorities
  - Recognize Productivity and Efficiency
  - Participate in more of the Higher Education funding formula
- Fully fund the **Entrepreneurial University** line item at \$2.0M



# Operating Appropriations

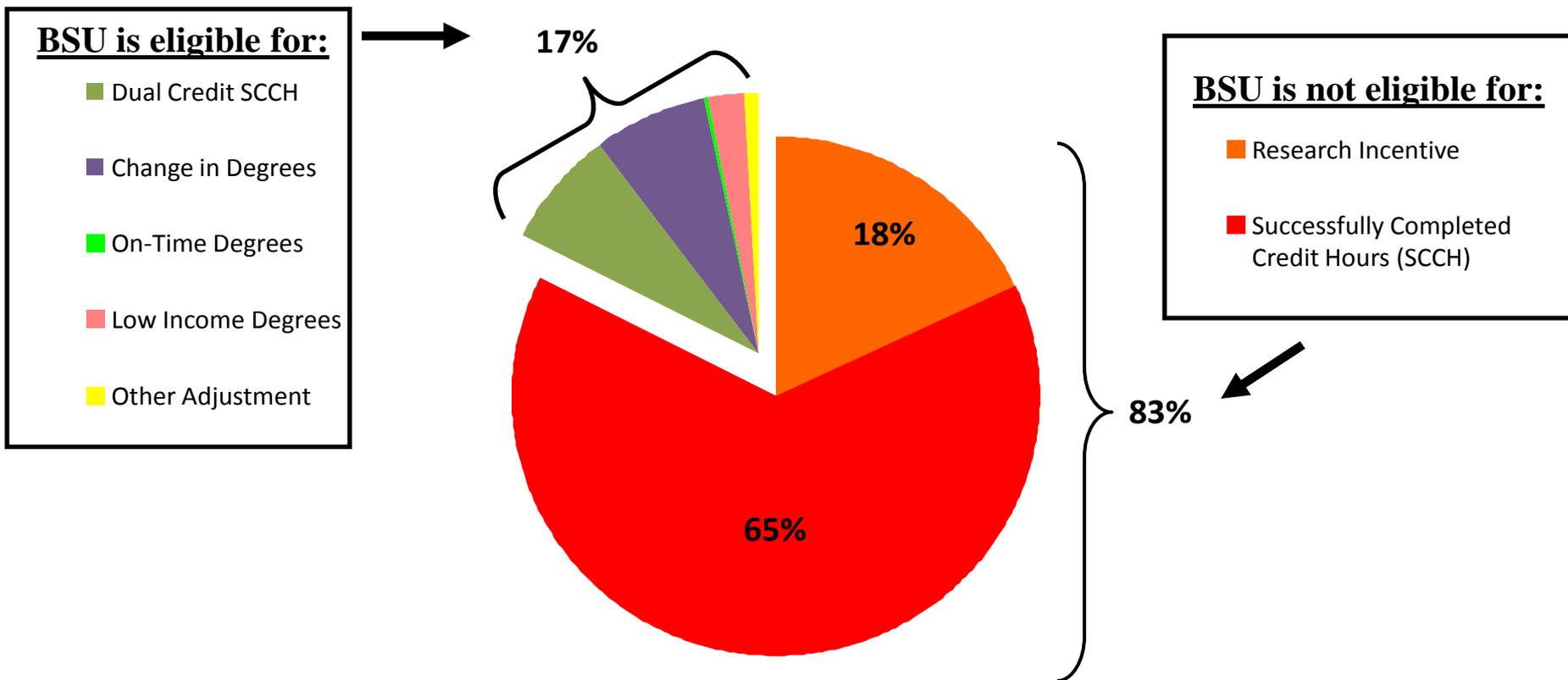
Ball State's Operating Appropriation (in Millions)



At the average increase, BSU would have received an **additional \$60 million** over 10 years



# Funding Based on Submissions



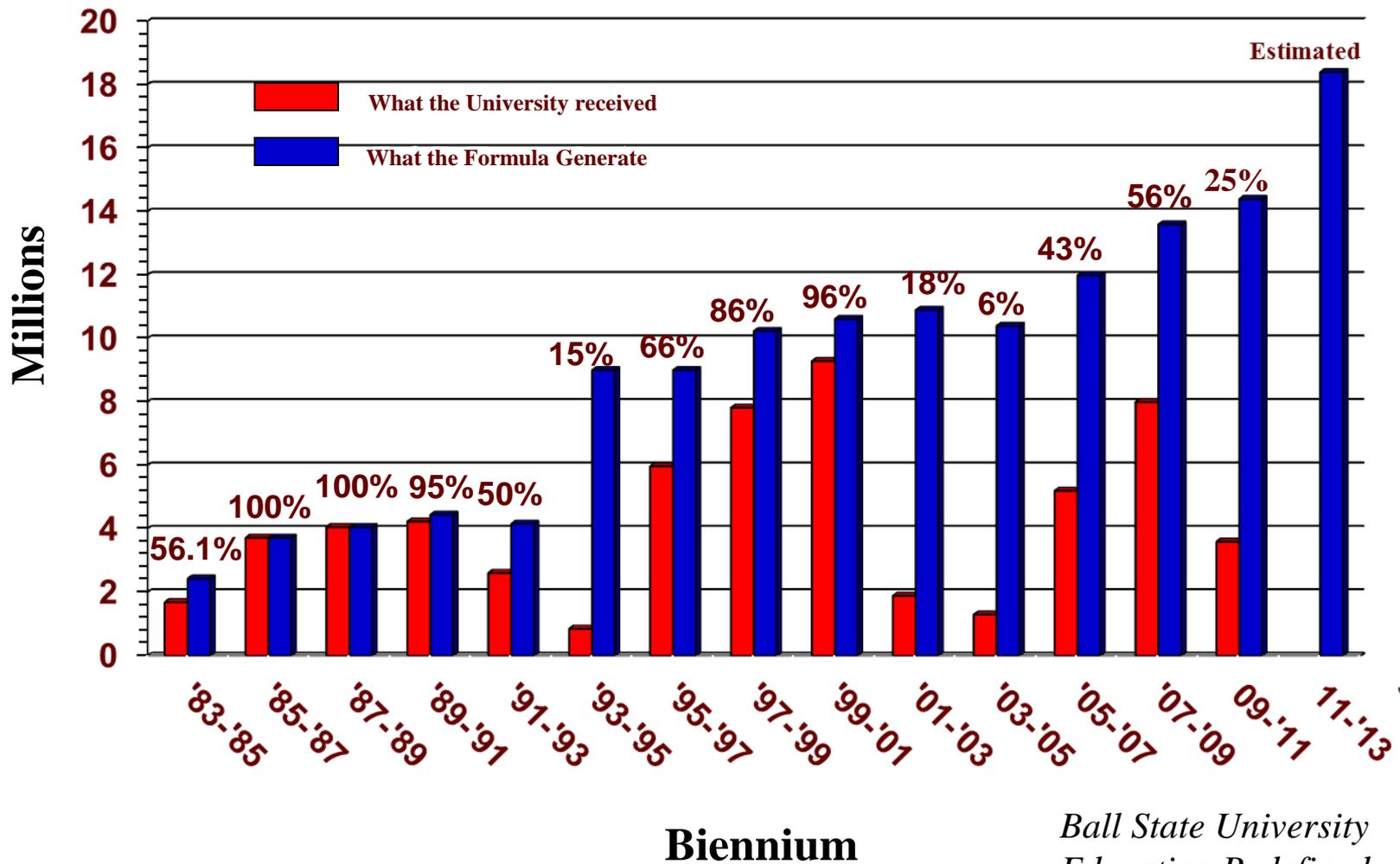
# Capital Submission

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- Long tradition of renovating existing facilities and infrastructure
- Ball State's **2009-10 debt service** as a percent of operating appropriations was **8.4%** (state average was **13.3%**)
- Renovation of the College of Architecture and Planning Building - \$22M
  - Address enrollment space constraints
  - Update aging systems
- Utility Tunnel Extension/Replacement - \$10M
  - Key infrastructure project that will make our utility systems more reliable and reduce long-term costs

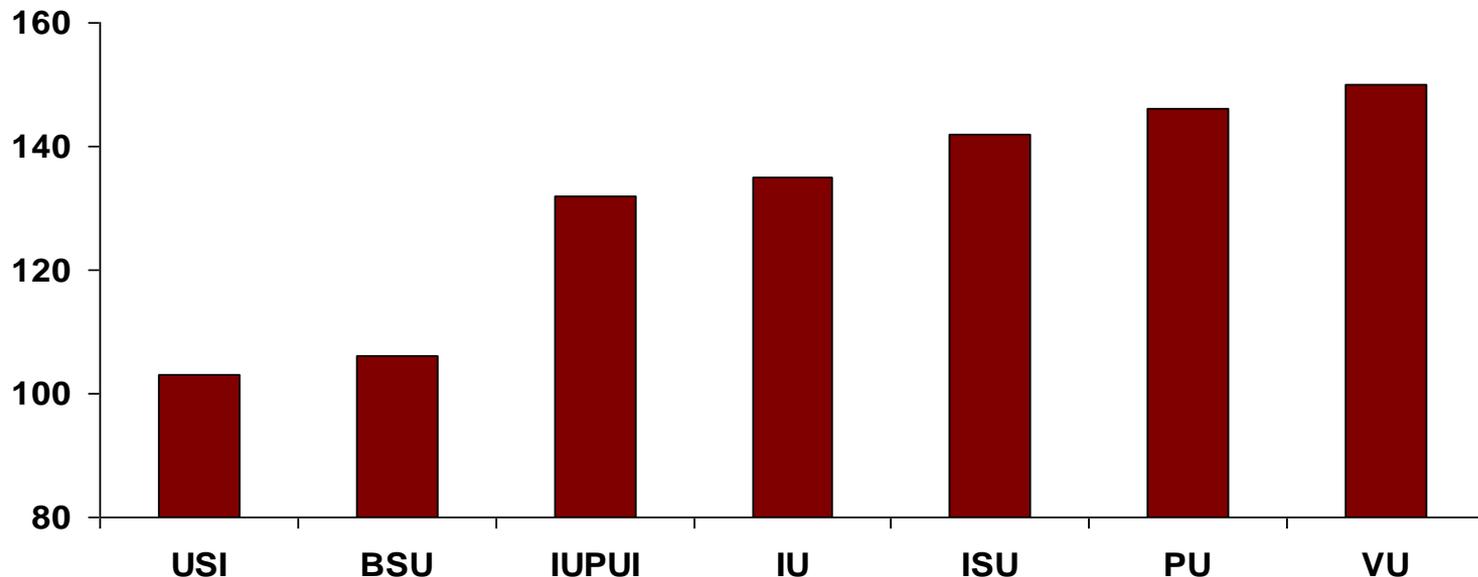


# History of R&R Funding at Ball State University 1983-85 to 2011-13 Biennia



# Academic/Administrative Space

## Square Feet Per FTE Student



Efficiency: BSU has **low debt ratio** (8.4% vs. 13.3% avg.), **less square footage** per FTE student (106 vs. 131 avg.)

Source: 2005 ICHE data

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# In Conclusion

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When There are Limited Resources, Invest  
In The Institution That Can Give You The  
Most Value Added.



# Questions

